THE RELATIONSHIP BETWEEN WORK VALUES AND JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES AT INSTITUT LATIHAN PERINDUSTRIAN, KOTA SAMARAHAN.

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2015100625

BACHELOR DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS.)

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NOVEMBER 2018

BACHELOR DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS.)

FACULTY OF BUSINESS MANAGEMENT

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ABSTRACT

In this currently working environment in Malaysia, all the employees are needed to adapt themselves in the changes of policies, to increase their standard and to be knowledgeable in order to improve their performance. In addition, in order to employees enhance their job satisfaction towards work, employees' basic values is the key factor for organizational effectiveness. This study aims to examine the relationship between work values and job satisfaction by analysing the various dimensions of work values.

Quantitative method has been used to determine the relationship between independent and dependent variable. The researcher focusing on four dimension of work values which is conservation, openness to change, self enhancement and lastly self-transcendences. The study has been carried out at Institut Latihan Perindustrian, Kota Samarahan.

The findings of this study showed that the employees are aware about two work values which are self enhancement and self transcendences in order to satisfy themselves with their job. In addition, the employees did not agreed with conservation and openness to change values can satisfy them toward their job.

Keywords: Work Values, Openness to Change, Conservation, Self Enhancement, Self Transcendences, Job Satisfaction

ACKNOWLEDGEMENT

First of all, we feel thankful to the Almighty for the blessing given to us to complete this research proposal and very grateful because we managed to complete our report within the time given by our faculty.

Secondly, we want to thank our lecturer of this Academic Report subject (ASM 662) Dr. Norlina binti Mohamed Noor who had helped us a lot in completing this report. Not to forget, our supervisor, Madam Susana William for her advices and encouragement throughout the process of completing the proposal. The understanding, encouragement and continuous from lecturer and supervisor throughout the duration of fulfilling this report are most appreciated. We would also like to thank our co-supervisor, Dr. John Francis anak Noyan for helping us in our vocabulary and grammar.

Last but not least, this research study cannot be completed without the effort and cooperation from our team mate as well as we are still referring with each other because we need to communicate in doing this report and also their willingness to spend some times with me. We would also like to thank to our parents in giving us the moral support in doing our report and studies.

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CHAPTER 1

INTRODUCTION

According to the theory of basic human values, work values are specific expressions of general values in the work setting. Like basic values, work values are beliefs pertaining to desirable end-states (e.g. high pay) or behaviour (e.g. working with people). The concept of work values maybe regarded as an individual reflection toward the awareness of the condition employees trying to imply in their work conditions, and then they regulate their actions in pursuit of that condition. Rather than focus on basic individual values, they are more specific to work values because work values are refer only to goals on work conditions. There are many studied done by researcher state that work values are significantly refer to what a person wants out of work in general, rather than to the narrowly defined outcomes of particular jobs (Kalleberg, 1977).

The theory of basic human values derived the 10 motivationally distinct types of values from three universal requirements of the human condition; needs of individuals as biological organisms, requisites of coordinated social interaction, and survival and welfare needs of groups (Schwartz, 1992, 1994). The theory holds that groups and individuals represent these requirements cognitively, as specific values about which they communicate in order to coordinate with others in pursuing the goals that are important to them. The content of the aspects of the theory has 10 values. The relations of similarity and dissimilarity among these values specify the

structural aspect of the theory. However, each value is independent. This would be in line with Rokeach's (1973) view of values, on which Schwartz built, and with traditional exploratory factor analysis. The 10 motivation values are hedonism, self-direction, stimulation, benevolence, tradition, conformity, achievement, power, security and This chapter outlines the introduction and background of the study, statement of the problem, research objectives, research questions, significance and limitations of the study. The definitions of terms are included at the end of the chapter.

Background of Study

In Malaysia, work values are likely to be different because of the existence of different types of civil servants in organization. Civil servants in Malaysia are divided into the federal and state civil service. Six states (Kelantan, Kedah, Terengganu, Johor, Sabah, and Sarawak) have their own state civil service, while all other states and the federal government rely on the federal civil service (Human Resource Ministry, 2015). The differences among them are likely to influence their work values because they work in a different organization and also in different states. Different organizations practice different work values.

The Schwartz Values Survey identifies ten universal values that are organized into a system of four types of higher-order values: openness-to-change (self-direction, hedonism, stimulation), conservation (conformity, security, tradition), self-enhancement (achievement, power), and self-transcendence (benevolence, universalism).

Openness to change values can related to the significant of personal autonomy and independence, variety, excitement and challenge. Openness to change refers to

someone's level of acceptance and conscious awareness of the possibility that change. It may be needed across a variety of situations and scenarios, together with the appetite or drive to enact that change (Wanberg, C. R., & Banas, J. T. (2000). Usually, the range of age that likely to refuse the change in organization is the people age from 50 and above. If they are not happy with the changes made in the organization, then they will refuse to work with the organization and their job satisfaction cannot be fulfilled.

Conservation values can be related to the significant of self-control, safety and stability in societal and personal relationships, and respecting other cultural traditions (Schwartz, 1992, 1994). Conservation actually related to self-belief or ritual belief in self. An employee that has higher value of conservation, they tend to do their job based on what they belief. Any activities that might be against her or his beliefs then their job satisfaction will definitely at the lowest.

Self-enhancement values relate to achieving personal success through demonstrated competence, which is knowledge, skills and abilities, gaining social status and prestige, and control over others. Self-enhancement can be considered as either an observed effect or personality traits (Hamamura, March 2007). To achieve this self-enhancement, employee must increase their competence such as knowledge, skills and abilities. In order to achieve this competence, they have to participate in training program. Otherwise, they can never be satisfied with their job because they want their job to be recognized by others.

Self-transcendence values relate to protecting and enhancing the well-being and welfare of those with whom someone has close relationship, as well as the well-being and welfare of all people and nature. The person in a state of transcendence is freed from the practice of categorizing, pre-judging and stereotyping the world and

other people in it (Venter & Venter, 2010). Therefore, they are able to view the world differently – not as dichotomous, different, separate, individual, but as a whole, as one interdependent unit (Frick, 1989; Maslow, 1968). If the manager/supervisor/peers take care of others well-fare, it automatically can increase their job satisfaction in work. Job satisfaction reflects what the organization values are. If the work self-transcendence value can increase their job satisfaction, than the organization has positive work values.

According to the theory of basic human values, work values are specific expressions of general values in the work setting. Like basic values, work values are beliefs pertaining to desirable end-states (e.g. high pay) or behaviour (e.g. working with people). The concept of work values maybe regarded as an individual reflection toward the awareness of the condition employees trying to imply in their work conditions, and then they regulate their actions in pursuit of that condition. Rather than focus on basic individual values, they are more specific to work values because work values are refer only to goals on work conditions. There are many studied done by researcher state that work values are significantly refer to what a person wants out of work in general, rather than to the narrowly defined outcomes of particular jobs (Kalleberg, 1977).

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relations of similarity and dissimilarity among these values specify the structural aspect of the theory. However, each value is independent. This would be in line with Rokeach's (1973) view of values, on which Schwartz built, and with traditional exploratory factor analysis. The 10 motivation values are hedonism, self-direction, stimulation, benevolence, tradition, conformity, achievement, power, security and universalism.

According to Kaliski (2007), job satisfaction is an employees' desired to be successful on the job they have been given. Job satisfaction is generally perceived to be directly linked to productivity as well as to personal well-being of the employees. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the main key that leads to employees' recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. Different work values determine their job satisfaction in work settings.

Statement of the Problem

In this highly dynamic and competitive working environment in Malaysia, all the employees are needed to adapt themselves to changes in policies and increase their work standard in order to improve their performance. In order for the employees to be able to adapt themselves to the challenging workplace environment, having work values is the key factor influencing organizational effectiveness (Judge, Weiss, Kammeyer-Mueller and Hulin, 2017).

Based on Locke's value-concept theory, the discrepancy between what a person wants and receives in organization can influence job satisfaction. Hence, previous studies by (Kristof-Brown, Zimmerman, & Johnson 2005) have shown that

level of congruence between what is valued and what is provided is positively related to various employees' attitudes including job satisfaction, organizational commitment and turnover intentions.

Sun and Wang (2010) indicates that the employees are more likely to regard self enhancement as high priority in their work. Self enhancement means that employees desired to achieve their goals and power in certain position within organization. This statement is supported by findings of previous study which showed that cognitive values (eg; achievement) are positively related to job satisfaction among Chinese female migrant workers (Siu Ming & Hau Lin, 2013).

A study by Oshi, Diener, & Lucas (2008) showed positive association between openness and life satisfaction. However, for this study, the researcher aims to investigate the relationship between openness to change value and job satisfaction.

In order to create job satisfaction, organizations need to protect employees' security in their work settings. Not only conservation work values consist of security, tradition and conformity but instrumental values (eg; job security) are also found to be more influential in predicting job satisfaction in China. (Newman & Sheikh, 2012).

Under self-transcendences work values, previous studies found that cognitive values (eg: independent in work) can create high level of job satisfaction (Ming & Lin, 2013). The Adult Self-Transcendences Inventory (ASTI; Levenson, Jennings, Aldwin & Shiraishi, 2005) used certain items to analyse self-transcendence among respondents. It is measured among the world's nation's employees for example, India and Austria.

From past studies, researchers found that no studies have been carried out between these four dimensions of work values (self enhancement, self-transcendences, openness to change, conservation) and job satisfaction among public

sector employees especially in Sarawak. For instance, the study of Ahmad, Ing and Sopian (2014) measure the job satisfaction's factors and job performance in Palm Oil industries in Sarawak. Lew Tek Yew also showed his study in job satisfaction and affective commitment within tourism industry in Sarawak.

The researcher also found that past studies mostly measured work values and job satisfaction among abroad employees. Since no studies have been carried out about work values and job satisfaction among public sectors employees in Sarawak, therefore, the researcher aims to determine the relationship between work values (four main dimensions stated) and job satisfaction among public sector employees focusing on those departments in Institut Latihan Perindustrian, Kota Samarahan.

Research Objective

This is the research objective of the study.

RO_1: To determine the relationship between work values and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan.

Research Questions

These are the research questions of the study.

RQ_1:   Is there any relationship between self-enhancement and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

RQ_2: Is there any relationship between self-transcendences and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

RQ_3: Is there any relationship between openness to change and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

RQ_4: Is there any relationship between conservation and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

Significance of the Study

The findings of this study will have a significant impact on the employees, leadership style and other future researchers.

For employees, they will understand each other's work values. Different age has different type of values applied to their-self. By doing so, employees productivity can be increased from time to time in public sector organization.

As for leadership style, top management will be exposed to the type of work values applied by his/her employee. As top management understands his/her employees' work values, they can fulfill some of the employees' survival needs, transformation needs and self-esteem needs to enhance their employees' job satisfaction.

For future researchers, there are still a lot of possible research topics that can be explored on work values by employees in the public sector in Kota Samarahan, Sarawak. Therefore, the researcher would do well to investigate deeper into this topic and come up with more research paper. This will help to fill the gap in understanding the work values applied by employees in the public sector.

Limitations of the Study

This study conducted among public sector employees in Institut Latihan Perindustrian, Kota Samarahan by using questionnaires. Some respondents does not understand some vocabulary and they simplied answer the questionnaires without understand the meaning of the question. The questionnaires were distributed to respondents at Institut Latihan Perindustrian, Kota Samarahan.

This study includes certain limitations based on the theories and models, scales, and data collection method that been chosen in reference to the purpose of this

study. Work values theories are adopt from Schwartz Basic Values and Work Value Theory (1994) and as for job satisfaction theories are adopt from study by Luthans (1985). These theories are more prominent theories that this research was based on. The selection of the theories and model as conceptual framework Schwartz Basic Values and Work Value Theory (1994) becomes a limitation because these are the only theories appropriate for this study.

The public sectors staff population for this study was quite small. This study conducted only in public sector departments located in Kota Samarahan, Sarawak. Therefore, the result was not reflection of the population. Besides that, the questionnaires were distributed to all the public sector departments, but there was some members of the staff not returned the questionnaire. Therefore, the result showed a poor representation of the population.

Definition of Terms

Work Values

Work values can be defined as generalized beliefs about the relative desirability of various aspects of work such as employees' pay, autonomy, working conditions- and also work-related outcomes such as accomplishment, fulfilment and prestige (Lyons et al., 2010). In simple terms, work values indicate what is significant or desirable to individuals in their working lives.

Job Satisfaction

Employee satisfaction refers to a collection of positive and/or negative feelings that within an individual toward his or her job. Job Satisfaction is a part of life satisfaction and it is the amount of pleasure or contentment associated with a job. Job Satisfaction is an emotional response to a job. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997).

Openness to Change

Openness to change values can be related to the significant of personal autonomy and independence, variety, excitement and challenge. Openness to change refers to an individual's level of acceptance and conscious awareness of the possibility that change may be needed across a range of situations and scenarios, together with the appetite or drive to enact that change (Schwartz, 1992, Wanberg and Banas, 2010).

Self-Transcendence

Self-transcendence values relate to protecting and enhancing the well-being of those with whom one has close contact, as well as the welfare of all people and nature. The person in a state of transcendence is freed from the practice of categorizing, pre-judging and stereotyping the world and other people in it (Venter & Venter, 2010).

Conservation

Conservation values can be related to the significant of self-control, safety and stability in societal and personal relationships, and respecting others cultural traditions (Schwartz, 1992, 1994).

Self-Enhancement

Self-enhancement values relate to achieving personal success through demonstrated competence, attaining social status and prestige, and control over others. Self-enhancement considered as either an observed effect or personality trait, need not entail self-enhancement as an on-going process or underlying motive (Schwartz, 1992).

CHAPTER 2

LITERATURE REVIEW

This chapter reviews the literature on work values and others selected relevant to this research study. This chapter begins with detailed explanation of work values and job satisfaction in order to provide a clear understanding of the main theory under planning this study. Reviews of relevant literature pertaining to the selected constructs such as openness to change, self-enhancement, self-transcendence and conservation are presented accordingly in the next sections. This study aims to explore the relationship between work values and job satisfaction among public sectors employees in Kota Samarahan, Sarawak.

Theory of Job Satisfaction

Job satisfaction has been studied either as the global overall measure or has been considered as being composed of several individual facets that measure job satisfaction. Job satisfaction is a major crisis for all organization, either in public or private organizations in either highly developed or underdeveloped countries (Rehman, 2013). Job satisfaction is noted as a person's estimation of his or her job and work situation. One can describe when one feels positively or negatively about

the intrinsic and/or extrinsic aspects of one's job, in simple terms, how employees feel about various aspects of the job satisfaction (Ramay, 2008).

Luthans (1985) quotes a comprehensive definition that has been given by Locke. The appraisal of a person job can create a positive emotional result. Result included of employees' perception about how well their job provides those things which are viewed as important. According to Luthans (1985) : they are pay, the work itself, promotions, supervision, work group, and working conditions. In order to find out job satisfaction, employees were asked how satisfied they were with their job in the organization (Raziq & Maulabakhsh, 2015).

Job satisfaction can make the employee happy when they do it their job at the workplace (Gloor, 2009). The effect of job satisfaction among employees in the organization is the central problem for them during work. Job satisfaction plays important role to ensure employees can perform well in their job. It can be defined as positive or negative feeling or reaction that employees have regarding to their work. Job satisfaction need to be maintained either in public and private sectors to ensure employees are really satisfied with their job.

Hussami, (2008) argued that job satisfaction and dissatisfaction not only depends on the job's nature, it also depends on what the worker or the employee expect from the job. Recent study by Raziq & Maulabakhsh (2015) showed that job satisfaction is refer to feeling or emotion that employees feel on their role in order to perform their job tasks. Job satisfaction is the key of motivation for employees and directly encourages them to produce better performance at workplace. Job satisfaction is combination of psychological, physiological and environmental condition that are lead to employee confession whether they are happy or not with their work (Aziri, 2011).

According to Ruchi & Surinder (2014), their findings showed that employees are dissatisfied toward their work because of these factors: workload and overtime, job includes fatigue and boredom, attitudes of supervisors. This aspects directly impact on attrition rate or else job satisfaction. Indeed, working environment and work values are the key to create high job satisfaction among employees.

Work Values

The relevance of the factor analysis and the multi-factor approach toward work values is derived directly from basic values as an intervening variable (Schwartz, 1994; Schwartz & Sagiv, 1995). Based on Basic Values and Work Value Theory (Schwartz, 1994), as shown in Figure 2.1, this multidimensional theory postulates the total value structure is organized into two sets of dimensions. These higher-order types will be used to link basic values to work values. The first dimension—openness to change versus conservation—opposes values that emphasise own independent thought and action and favour change (self-direction and stimulation) to values that emphasise submissive self-restriction, preservation of traditional practices and protection of stability (security, conformity, and tradition).

The second dimension— self-transcendence versus self-enhancement—opposes values that emphasise acceptance of others as equals and concern for their welfare (universalism and benevolence) to values that emphasise the pursuit of one's relative success and dominance over others (power and achievement). Hedonism includes elements of both openness to change and self enhancement.
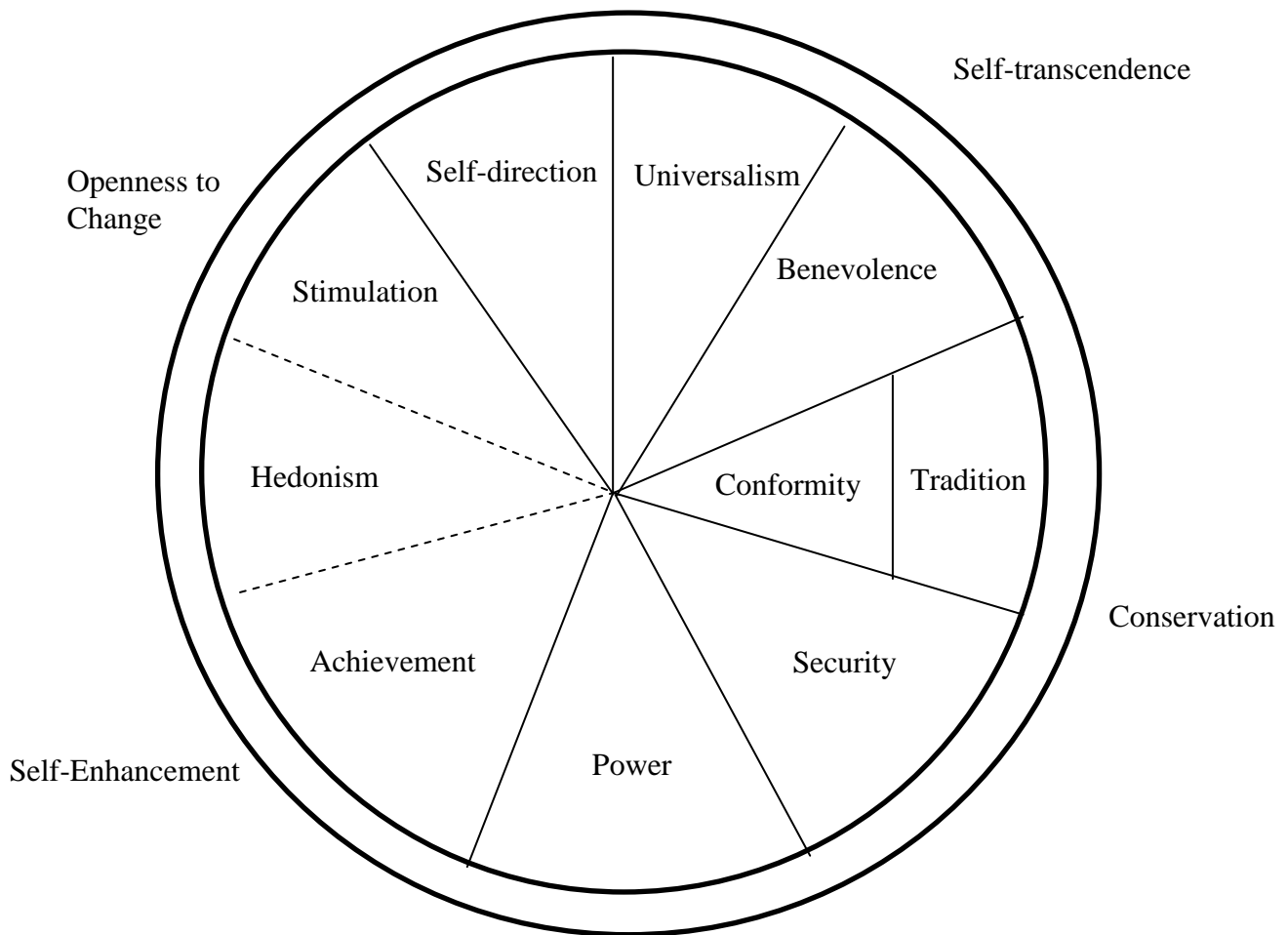
Figure 2 1. *Schwartz Basic Values and Work Value Theory. Adapted by Schwartz (1994) model.*

For this study, the dimensions of this theory used to design the data collection instrument and to analyze and discuss the results of the study. The dimensions in work values are listed below:

Self-enhancement

Self-enhancement is a type of motivation that works to make people feel good about themselves and to maintain self-esteem. This motive becomes especially prominent in situations of threat, failure or blows to one's self-esteem. Self-enhancement involves a preference for positive over negative self-views. Self-enhancement can be categorized into four levels; an continuous process, a personality trait, an observed effect, and an underlying motive (Sedikides & Gregg, 2008).

According to Alicke and Sedikides (2009), self enhancement is defined as interest that people have in advancing one or more self-components or protecting themselves from negative self-view. When employees have high level of self-enhancement values, they will have high level of confidence thus create positive attitude towards their job. The employees will always have a positive thinking about their job and become more satisfied with what they do for their organization.

Self-transcendence

Self-transcendence is an innate desire to explore meaning in people's life. (Frankl , 2000). As stated by Koltko-Rivera,(2006), Maslow's new hierarchy of motivation self-transcendence is an individual seek or in need of benefit beyond the purely personal and also conduct a communication with the transcendence experiences; they come to identify with something better than the purely self-individual needs, often engaging in service to others.

Self-transcendence relates to lower in attachment to one's perspectives, viewpoints, truths and construal as well as extension of care, compassion and concern toward others that include both past and future generations (Levenson, Jennings, Aldwin & Shiraishi, 2005).

It is also involved a change in perspective and orientation of self in relationship with others, social, status, and objects. Self-transcendence can be identifies in term of Adult Self-Transdecende Inventory Scale (ASTI) and (Levenson, Jennings, Aldwin & Shiraishi, 2005). found that related to Big Five factors of personality. However, some researcher like Kunzmann and Baltes (2003) found that openness values related to wisdom. They did not considered self-transcendence.

Openness to Change

Definition of change, as argued by Louis, Toole, and Hargreaves (1999), is a concept that been established and both in meaning and in practice, very similar to concept of implementation, improvement and reform. Openness to organizational changes involved willingness to support the change and give positive effect to potential consequences of the change (Miller, Johnson & Grau, 1994). According to Holt, Feild, Harris, & Armenakis, (2009),in creating readiness of the employees for organizational changes, a high level of openness to change is important. So, it means that employees who have high desirable to change, they are ready to cope with any changes in organizational.

Openness to change is a key component of work values that can lead to employees' job satisfaction. This statement can be supported by Wanberg and Banas (2000) which said that openness to change related to job satisfaction. However, if the changes made by organization can affect stress to employees, it may lead to high job

turnover. One of the respondent in Wanberg and Banas (2000) study said "I love my job but the new changes are tough on me. If a comparable job comes along with less stress and good pay, I will change job." To summarize, the higher the level of openness to changes, the better the job satisfaction.

Conservation

Based on theory of Schwartz (1992), there are three values under conservation; security, conformity and tradition. For example, in order to create job satisfaction, the organization needs to guarantee the employees have a stable work position as well as protecting their rights. Meanwhile for conformity value, it involves the adhesion to rules, expectations and social pressure, thus demonstrating self-discipline and respect to older colleagues. Employees will be much satisfied if they can work while remaining royal to the traditions and not adhere to continuous change thus to do things in a traditional manner. Study of leadership practices in 46 Korean organizations by Shin and Zhou (2003) also explored about the role of conservation value.

Conceptual Framework

The conceptual framework of this study is based on a review of related literature. Figure 2.2 showed two variables which indicate in this study such independent and dependent variables.

The independent variable is also called a manipulated variable which a frequent goal of research is to investigate the effect of a particular intervention (Sullivan, 2017). The independent variables of this study consist of the four dimensions of work values.

The dimensions derived are from Schwartz (1990)'s theory. The dimensions include openness to change, self-enhancement, self-transcendence and conservation.

The dependent variable is the outcome or criterion. It is assumed to measure or assess the effect of the independent variable (Sullivan, 2017). The Dependent Variable is the Job Satisfaction. The concept of job satisfaction is derived from Luthans (1985)'s theory to evaluate how the employees respond from their work values in the public sector.

Employee's job satisfaction affects the work values and this is very important to ensure employees in the public sector can perform better in the organization. Besides, this can become a measurement tool for the employees in public sector to have a direction while working for the government sector.

Independent Variables   **Dependent Variables**

Theory: (Sagiv & Schwartz, 1995)

Work Values

Openness to change
(self-direction, stimulation, hedonism)

Self-enhancement
(achievement, power)

Self-transcendence
(universalism, benevolence)

Conservation
(security, tradition, conformity)

Job Satisfaction
Luthans (1985)
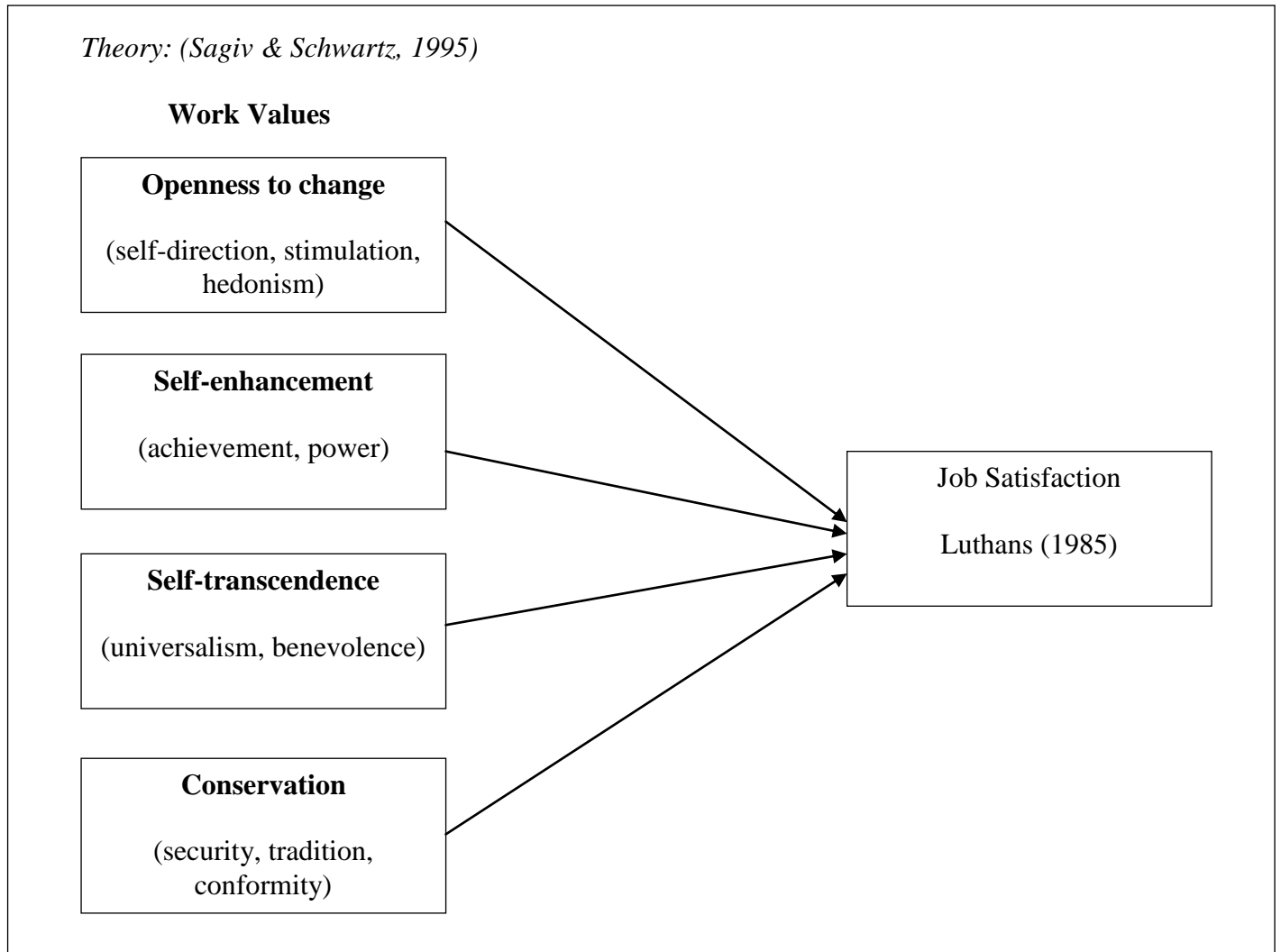
Figure 2 2 *: Conceptual Framework based on Schwartz: Basic Values and Work Value Theory (1994)*

CHAPTER 3

METHODOLOGY

The aim of this study is to investigate the relationship between work values and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan. A methodology section was explained about the method use by the researcher for collecting data from the respondent. Despite that, these methodologies consist of several sections which are research design, sampling frame, populations, sampling techniques, sample size, unit of analysis, data collection procedures, instrumentation, validity of the instrument, and plan of data analysis.

Research Design

Research design is used to distinguish non-experimental from experimental research (Salkind, 2014). The correlational research design is used in this study. The methodological approach in this study is a non-experimental research. Correlational research examines the relationship between variables (Salkind, 2014). This study serves to investigate the work values and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan.

Sampling Frame

Sample is referred to as the smaller group selected from a population (Salkind, 2014). The sampling frame for this research is the total number of public sector employees in Institut Latihan Perindustrian, Kota Samarahan. The sampling frame consisted of employees name list was obtained from Madam Olivia anak Rayeg (Director Assistant of Quality Control and Training Vision). The sample obtained from this population was identified.

Population

According to Salkind (2014), population is a set group of people who are entitled to which findings are to be generalized. The population refers to the individuals who will take part in the study. The targeted populations for this study are 95 public sector employees that are currently working in Institut Latihan Perindustrian, Kota Samarahan.

Sampling Technique

Sampling is necessary as there are constraints to collect data from the whole population. There are cases when the population if relatively small and if need to generalize the findings to other situations is not important and then the whole population can be used. The sampling technique we use for this study is non-probability sampling which is convenience. Non-probability sampling is the selection of respondents because they are available, convenient or represent some characteristic that the investigator wants to study.

Sample Size

In this study, the size of the group to be surveyed generally determines the size of the sample. The sampling size covered the employees of selected organization which is at public sector in Institut Latihan Perindustrian, Kota Samarahan There are about 95 public sector employees in Institut Latihan Perindustrian, Kota Samarahan. For the purpose of this research, 76 as sample size were selected (Krejie and Morgan, 1970).

Unit of Analysis

A unit of analysis is the subject to be included in the study. The units of analysis for this study were the employees whom worked at Institut Latihan Perindustrian, with the job title Managers, Lecturers, Secretaries, Assistant Officers, Administrative Assistant, and Clerks. To analyze the data collected, IBM-SPSS (Statistical Package for Social Science) version 23.0 data file will be used.

Data Collection Procedures

There are a variety of techniques that can be used to collect data in a correlational research study. However, all of them are geared towards numerical collection. There are many methods use to collect data which are observation, interview, questionnaires, scales and physiological measurement. For this research study, the researcher used papers questionnaire as the data collection method.

The questionnaire for this study was adapted from Louisa (2010) which developed by Schwartz (2003) and Job Satisfaction (Raziq & Maulabakhsh, 2015). The process of distribution and collection of questionnaire is explained in Table 3.1.

Table 3. 1 *The process of distribution and collection of the questionnaire*

Date	Activities
4th May 2018	Developed questionnaire using adapt method
10th September 2018	Pre -Test 1) Distribute questionnaire 2) Check potential respondents' understands about meaning of questionnaire to be asking.
19th September 2018	Start distributing questionnaire to support staffs and remind them the questionnaire was going to be collected after 7 days
1st October 2018	1) Follow-up 2) Final collection of questionnaire and check to ensure each of questionnaire was fully answered
3rd October 2018	Data collection

Instrument

This section discusses the type of measuring instruments or questionnaires used in the study. This study was conducted using a modified version of values used Schwartz Value Survey (SVS) and Portrait Value Survey (PVS) developed by Schwartz, 2003 and it has been shown to be consistent and reliable for use across organizations. The researcher applied both SVS and PVS's ten values which including power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity and security. Four main dimensions of work values included are self-enhancement, self-transcendence, conservation and openness to change. This study presented 30 items (questionnaires) which adapted from Work Values Questionnaires (Luisa, 2010).

In order to achieve the objectives of this study, the questionnaires were used as the research instrument to investigate the relationship between work value and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan. The questionnaires were divided into three sections which are:

Section A:	Demographic Background (Gender, Age, Marital status, Educational background, Ethnicity, Number of years working in current organization).
Section B:	Openness to Change, Self-Enhancement, Self-Transcendence, Conservation. (Adapted from Work Values Questionnaires by Louisa, 2010 which develop by Schwartz, 2003 [SVS & PVQ])
Section C:	Job Satisfaction (Adapted from Raziq and Maulabakhsh, 2015)

The survey used to collect the information about level of communication satisfaction and job satisfaction from employees in the organization. This survey has 5 – Likert-scale type, with 1 being strongly dissatisfied and 5 being strongly satisfied. This survey is to capture information on the four dimensions.

Ultimately, the four dimensions provided an insight into the work values and job satisfaction among employees working in the public sector.

Validity of Instrument

In order to ensure the instrument is relevant to respondents, validity of instrument will be tested before the process of distribution the questionnaires. Therefore, two types of validity were used in this study which is face validity and content validity. Face validity will be done by looking ideas and suggestion through discussion which is Puan Haliza bt Jamaluddin (Head Language Translator of DBP Sarawak). It is measured whether questionnaire is appropriate or not to the study purpose and content areas. As for content validity, it is done by consulting expert which is Assistant Professor Dr. Hiram Ting (Faculty of Hospitality and Tourism Management, UCSI) to make sure the items asked appropriate according to what researcher wanted to study.

After the questionnaires have been approved by the experts, a pre-test was conducted at Universiti Malaysia, Sarawak (UNIMAS).

Data Analysis

The main instrument in this study, the questionnaire will be analysed using Statiscal Package for Social Science (SPSS) version 23. For this study, the method that used by researcher was correlation research. The data will consist of mean, frequency, and percentage. All results were illustrated by using graphs and tables. The data analyzed to investigate relationship between work values and job satisfaction among employees in public sectors at RO: To determine the relationship between work values and job satisfaction among public sectors employees at Institut Latihan Perindustrian, Kota Samarahan. Table 3.2 was shown the overview of data analysis.

Data Analysis Table

Table 3. 2 *Data Analysis*

Research Objective	Research Question	Concept/Construct	Scale	Statistics
To determine the relationship between work values and job satisfaction among public sectors employees in Kota Samarahan, Sarawak?	• RQ1: Is there any relationship between self-enhancement and job satisfaction among public sector employees at Institut Latihan Perindustrian, Kota Samarahan? • RQ2: Is there any relationship between self-transcendences and job satisfaction among public sector employees at Institut Latihan Perindustrian, Kota Samarahan? • RQ3: Is there any relationship between openness to change and job satisfaction among public sector employees Perindustrian, Kota Samarahan? • RQ4: Is there any relationship between conservation and job satisfaction among public sector public sectors employees at Institut Latihan Perindustrian, Kota Samarahan?	Self-enhancement values relate to achieving personal success through demonstrated competence, attaining social status and prestige, and control over others Self-transcendence values relate to protecting and enhancing the well-being of those with whom one has close contact, as well as the welfare of all people and nature Openness to change values can be related to the significant of personal autonomy and independence, variety, excitement and challenge Conservation values can be related to the significant of self-control, safety and stability in societal and personal relationships, and respecting others cultural traditions	Interval	Pearson Correlation

Pre-Test Report

It is very crucial step to test the survey questionnaires before using it for distribution and collection data. Pre-test can help to identify the question that doesn't make sense and ambiguous to the respondents. Besides, the problem might occur when the questionnaires lead to biased answer. Pre-test is important to evaluate whether the respondents are going to cause difficulties for them to answer (Presser et.al, 2004). Pre-test also important to know whether the survey is meeting as intended objectives.

Pre-test objectives

- To adapt the questionnaires to reflect the fields conditions
- To test the clarity of the questionnaires
- To test additional information needed to support the three basic instruments

Methodology

This general design of questionnaire was pre-tested by three different employee's management. Those employees came from the same company which is the Universiti Malaysia Sarawak located at Kota Samarahan, Kuching. The pre-test was done on 10 September 2018 (Monday) at 10.30 a.m. The questionnaire was divided into three sections: **Section A (Demographic Information)** consists of 6 questions where it asked about respondent gender, marital status, age, ethnic, level of education, number of years working at current organization. **Section B (Work Values)** consists of 30 questions about Openness to Change: Conservation, Self-Transcendences and Self-Enhancement. Meanwhile in **Section C (Job Satisfaction)** consists of 9 questions.

The pre-test also need to be done based on the company or organization which is similar to any public sector employees in Kota Samarahan, Kuching before it is to be distributed in Institut Latihan Perindustrian.

Pre-test Employees in Universiti Malaysia, Sarawak (UNIMAS) :

1. Puan Evelyn anak Numpang (711001-13-5551), *Pembantu Operasi*

2. Encik Johari Bin Said (730818-13-5898), *Penolong Pegawai Tadbir*

3. Cik Azlina Binti Ajeki (870429-13-5610), *Pembantu Tadbir*

CHAPTER 4

FINDINGS OF THE STUDY

This chapter generally discusses the result of the study on the relationship between work values and job satisfaction among public sector employees at Institut Latihan Perindustrian, Kota Samarahan. On this chapter, the discussion started with rate of survey response from the respondents, demographic data of respondents, normality analysis, reliability analysis, descriptive analysis and lastly correlation result.

Rate of Survey Return

Questionnaires were personally distributed to public sectors employees at Institut Latihan Perindustrian Kota Samarahan. In the end, respondents returned 80 questionnaires which are equal to 93.02% effective response rate from all the public sectors employees. There are no questionnaires were unusable. Results are shown in Table 4.1.

Table 4. 1 *Response Rate for Data Collection*

	Number/Frequency
Questionnaires distributed	86
Questionnaires returned	80
Completion Rate	93.02

Profile of Respondents

Table 4.2 below shows the 80 public sectors employees who participated in this study. About 53.8% (n=43) of respondents were female and the remaining was male 46.3% (n=37). In the end, the researcher can concluded that more female than male employees work in the organization. For ethnic category, the majority of the respondents were Malay which represents 47.5% (n=38) and followed by the Iban which was 27.5% (n=22). Other ethnic represent Chinese, Dusun and Penan which show 3.8% (n=3). The detail of the data was reported at table 4.2.

The data showed that majority of respondents come from age between 31-40 years old, 40% (n=32). The lowest frequency for age category is more than 50 years old which represent 5% (n=4). The researcher can conclude that less veteran employees within the organization. The total of respondents that already married is 66.3% (n=53) and single respondents represent 33.8% (n=27).

In the organization, the public sectors employees consist of 40% (n=32) which have Degree level of education and followed by STPM/Diploma which was 38.8% (n=31). Please refer to table 4.2 for the details of data about level of education. The demographic profile also showed data about number of years working in current organization. There was 40% (n=32) of respondents working between 1-10 years in current education. Since there was less veteran employees, so the data showed only 6.3% (n=5) of respondents who working 20 years and more in current organization.

Table 4. 2 *Demographic Profile*

Variables	Label	Frequency (n)	Percentage (%)
Gender	Male	37	46.3
	Female	43	53.8
Ethnic	Malay	38	47.5
	Bidayuh	9	11.3
	Melanau	8	10.0
	Iban	22	27.5
	Others	3	3.8
Age	20-30	23	28.7
	31-40	32	40.0
	41-50	21	26.3
	More than 50	4	5.0
Marital status	Single	27	33.8
	Married	53	66.3
Level of education	STPM/Diploma	31	38.8
	Degree	32	40.0
	Master	9	11.3
	PHD	3	3.8
	Others	5	6.3
Number of years working in current organization	Less than 1 years	13	16.3
	1-10 years	32	40.0
	10-20 years	30	37.5
	20 years and more	5	6.3

Normality Analysis

Normality test can be assessed some extend by obtaining skewness and kurtosis. According to Pallant, the normality test can be conclude between (+2 and -2) to show the data is normal. As for conclusion, the researcher can conclude that all variables were normal. The table 4.3 showed the details value of skewness and kurtosis for each variable that have been used by researcher in the study.

Table 4. 3 *Normality Test*

Variables	Skewness	Kurtosis
Openness to Change	-.009	-.406
Self-Transcendences	-.325	.584
Conservation	.340	.148
Self Enhancement	.118	-.640
Job Satisfaction	-.702	1.660

Descriptive Analysis

Descriptive analysis was done with four variables which are openness to change, self-transcendences, conservation and self enhancement. For this study the researcher used Optimism Scale which represented 1=strongly disagree, 2=disagree, 3= neutral, 4=agree and lastly 5= strongly agree. For job satisfaction, the researcher also used Optimism Scale which represented 1=strongly dissatisfied, 2=dissatisfied, 3=neutral, 4=satisfied, and 5=strongly satisfied.

Referring to 5 point Likert Scale measuring the level of agreement used for this research, in average, the respondents agree that the dimension of openness to change has impact on job satisfaction as the (MEAN=4.07, SD=0.47). The respondents also stated that self-transcendences and self enhancement has fair impact on job satisfaction as (MEAN=4.00, SD=0.48) and (MEAN=3.76, SD=0.58) respectively.

However, the findings showed that conservation become lowest dimension of work values in employees' job satisfaction. The score showed (MEAN=3.20, SD=0.71) which measured neutral value level of agreement of respondents.

Table 4. 4 *Descriptive Statistic*

Variables	N	Mean	Standard Deviation
Openness to Change	80	4.07	.475
Self Transcendences	80	4.00	.480
Conservation	80	3.20	.718
Self Enhancement	80	3.76	.580

Reliability Analysis

The table 4.5 below showed the results of reliability for each variable. Reliability occurs when a test measured the same thing more than once and results in the outcomes. The objective of measure reliability is to indicate data free from random errors. According to Pallant, the Crobach's Alpha coefficient of a scale should be above .7, so that the variable is reliable and considered as good. The Cronbach's Alpha scores obtained for pilot study and actual study for all section were 0.87, 0.83, 0.80, 0.79, and 0.84 respectively. Thus this can be concluded that all the items used for this study were reliable.

Table 4. 5 *Distribution of Cronbach's Coefficient Alpha*

Variables	No. of items	Cronbach's Alpha
Openness to Change	9	.877
Self Transcendences	9	.839
Conservation	6	.807
Self Enhancement	6	.794
Job Satisfaction	9	.847

Correlational Analysis

Correlational test used to measure the strength and direction of relationship between two variables. There are four assumptions can be made before moving on correlational test. Firstly, two variables should be measured at continuous level. Second, there needs to be a linear relationship between two variables. Then, there is no significant outlier and variables should be approximately normally distributed.

Table 4.6 below is focusing on the findings from the relationship of independent variable (work values) and dependent variable (job satisfaction). Overall, the data showed only two variables that have significant relationship on job satisfaction. The researcher used guidelines from Salkind (2014) to interpret the correlation coefficient which showed at Table 4.6 below.

Table 4. 6 *Guidelines for interpreting the Pearson Correlation Coefficient*

Correlations	Descriptions
.8 and .10	Very strong
.6 and .8	Strong
.4 and .6	Moderate
.2 and .4	Weak
.0 and .2	Very weak

Self transcendences has moderate correlation and significant relationship with job satisfaction where is $r = 0.439^{**}$ (p<0.01). These findings similar with several studies by Luis M. Arciniega and Luis González (2005), which stated that individual who have high self transcendences, tend to be more satisfied with their job. So that, it can be conclude that employees at Institut Latihan Perindustrian prefer their job well being to be more satisfied in their job.

Another element of work value which is self enhancement also have moderate correlation and significant relationship (p<0.01) towards job satisfaction. The value showed $r = 0.477^{**}$. It was supported by some researcher such Alicke and Sedikides (2009), where employees have high self enhancement can create positive attitudes toward their job. This can lead to high level of employees' job satisfaction. The desirable of employees at Institut Latihan Perindustrian to be successful is high, so that they can feel more satisfy toward their job.

However, the relationship between openness to change and job satisfaction showed a very weak correlation between both variables where relationship was not significant as $r = 0.22$ (p>0.05). It was against the findings of some researcher such Wanberg and Banas (2000), which stated openness to change is key component of work value that can lead to employees' job satisfaction. However, the employees at Institut Latihan Perindustrian did not agree that openness to change values can ensure them to be more satisfied towards job.

For conservation aspect, the results demonstrated a low level of correlation toward job satisfaction. As proven the value showed $r = 0.081$ (p>0.05). Decrease in conservation value would deal with less satisfaction of employees towards job. This finding against with studies of Shin and Zhou (2003), which stated that conservation value related to leadership. Employee who have good leadership style mostly satisfied with their job. Employees at Institut Latihan Perindustrian not considered self-control, safety and personal relationship can make them be more satisfied with their job.

Table 4. 7 *Correlational Result*

Variables	1	2	3	4	5
Job Satisfaction	1	.220	.439[**]	.081	.477[**]
Openness to Change	.220	1			
Self Transcendences	.439[**]		1		
Conservation	.081			1	
Self Enhancement	.477[**]				1

Discussion

Research Question 1: Is there any relationship between self-enhancement and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

Element of work value which is self enhancement showed significant positive related to job satisfaction. The result interpreted as supporting by Alicke and Sedikides (2009), where employees who have high level of self enhancement lead to increase satisfaction of employees towards their job. The researcher assumed that public sectors employees at Institut Latihan Perindustrian, Kota Samarahan have high level of desirable to be successful at work. The employees also might be having higher level of ability to achieve good performance in their work. Hence, good performance can satisfy employees because their achievement has been unlocked.

Research Question 2: Is there any relationship between self-transcendences and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

Different work values among employees at Institut Latihan Industri might affected by the culture or other factor which supported the finding of Husammi (2003) that stated employees' job satisfaction was depend on what they expect from their job. Different with some studies by Arciniega & González (2005), which findings showed that individuals who have high level of self-transcendences tend to be more satisfied with their job.

Employees at Institut Latihan Perindustrian considered aware about their welfare and other in other to satisfy themselves. Top management have been take care of their well being to ensure the employees perform better in their job. The more they satisfied with their job, the higher their job performance. The researcher assumed that respondents from different department, they may have different work values.

Research Question 3: Is there any relationship between openness to change and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

The results showed a low correlation and no significant relationship between openness to change and job satisfaction. It is indicates that employees at Institut Latihan Perindustrian refused to organizational changes. The researcher assumed that certain employee does not like to changes especially in technologies changes. For example, online meeting requires employees to have fast internet connection.

The results was against the findings of some researcher such Wanberg and Banas (2000), which stated openness to change is key component of work value that can lead to employees' job satisfaction.

Research Question 4 : Is there any relationship between conservation and job satisfaction among public sector employees in Institut Latihan Perindustrian, Kota Samarahan?

Based on the findings, result showed that conservation value and job satisfaction have low level of correlation and no significant relationship between two variables. It is indicates that employees at Institut Latihan Perindustrian did not aware about their conservation values in order to ensure them to be more satisfied towards their job.

Different employees show different work values in the organization. Some employees require their conformity and security within the organization to be fulfil to enhance high level of job satisfaction.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

Conclusion

This study has investigated the relationship of work values and job satisfaction. The work values dimension were divided into four components which is, openness to change, self-transcendences, conservation and self enhancement. Based on the data collected, it showed that not all the independent variables proved to be significant positive related to dependent variable. The researcher has been found out that only self-transcendences and self enhancement which were positively significant and have moderate correlation with job satisfaction. However, other two independent variables such conservation and openness to change were no significant related to job satisfaction. Thus, the relation between these two variable and job satisfaction also has low correlation.

Work values have different definition and researcher also have different views and variables. Descriptive analysis was conducted by the researcher to find out what respondents wants and desirable to be satisfied in their job. As conclusion, the study found out that not all components of work values in Schwartz's Work Value Theory were positive related to job satisfaction.

In this study, the researcher can concluded that respondents may be more prefer self-transcendences and self enhancement work values compared to

conservation and openness to change in order to satisfy them towards their job. As the correlation between self-transcendences and self enhancement with job satisfaction were moderate and showed positive significant, the respondents consider to enhance well-being, good relationship with coworkers, and tend to be successful at works.

Based on the findings, the researcher can concluded that public sector employees at Institut Latihan Perindustrian, Kota Samarahan agree that openness to change, self-transcendences and self enhancement give impact to their job satisfaction. Meanwhile they did not agree that conservation value can satisfied them as they more like organizational changes compare to stick with organizational tradition. Thus, the finding was supported by Hussaimi (2008), which argued that job satisfaction and dissatisfaction not only depend on job's nature, it also depend on what employees expect from their job.

In contrast, the researcher can concluded that age and number of years working at organization give impact on individual work value in their job. For instance, veteran employees prefer to stay with organization tradition as they refused to organizational changes. However, junior and senior employees prefer to openness to change because they would like to adapt with new technologies changes. They also might be having high level of self enhancement in order to achieve their work goals. An employee who is around age 50 years old above prefer to work alone compare to work in group. For number of years working in current organization aspect, employees that stayed in organization long period of time have high level of conservation value.

Recommendation

   This research is to determine study on the relationship between work values and job satisfaction among public sector employees at Institut Latihan Perindustrian, Kota Samarahan. Firstly, future researcher should increase the number of respondents between 100 and above in order to accomplish the research objective. Since the study only determine the work values and job satisfaction among public sector employees, then future research should be done in other organization such as private company, college and other business organization.

   Besides that, future researcher can change the research method to qualitative method. Qualitative method might be effective to gain informative data in order to enhance the understanding of respondents about work values and job satisfaction. Compare to quantitative method which it is only involving the respondents to answer the questionnaires based on Likert Scale. The sample size in future study should be large to ensure researcher get higher response rate.

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APPENDICES

A. 1: Consent Letter

Dear respondents,

I am an Office System Management (Hons.) student, conducting a research on **"The Relationship Between Work Values And Job Satisfaction Among Public Sectors Employees At Institut Latihan Perindustrian Kota Samarahan, Sarawak"** for partial requirement by University in completion of my degree program. You are cordially invited to answer the questionnaires and your participation in this survey is greatly anticipated. All of the information given will be kept confidential and used for academic purpose only. Thank you for your valuable times. Any inquiries please contact me at **:** **01112014057**

Yours sincerely,

…………………………….   ……………………………………
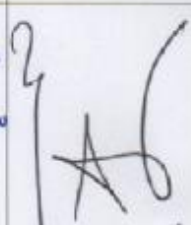
Mira anak Ismail   Puan Susana William Jalil
Office System Management (Hons.)   Supervisor
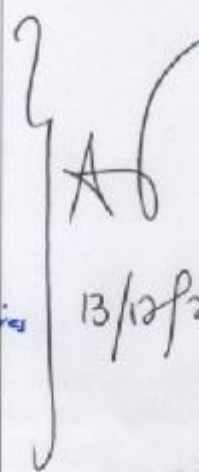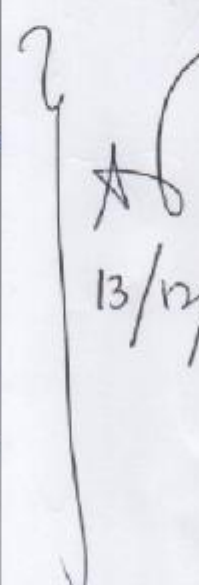
A. 2 Consultation Form

APPENDIX A: Consultation Form

FACULTY OF BUSINESS AND MANAGEMENT
DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS.)
ACADEMIC PROJECT (ASM662)

CONSULTATION WITH SUPERVISOR AND/OR CO-SUPERVISOR

SUPERVISOR: Madam Susana William Jalil

CO-SUPERVISOR: Dr. John Francis ak Noyan

STUDENT: Mira anak Ismail

H/P: 0137433489

E-MAIL: miraismail704@gmail.com

TITLE OF PROJECT The relationship between work values and job satisfaction among public sector employees at Institut Latihan Perindustrian, Kota Samarahan.

Date	Discussion	Signature
(ASM601) 20/3/18	Discussion about the topic of research	
23/3/18	Discussion about the project and overview the examples of past research that similar to the topic	
28/3/18	Discussion about the articles have been printed and make final decision about factors under independent variables	13/12/2018.
03/04/18	Discussion about questionnaires	
10/04/18	Submission of chapter 1	

Date	Discussion	Signature
12/04/18	collection of chapter1 and make some correction	
16/04/18	Submission of chapter 1, 2, and question-naires	
20/04/2018	Submission of chapter 1-3 and questionnaires	
09/05/18	Collection of chapter 1,2,3 and questionnaires Do correction based on feedback	13/12/2018
09/05/18	Discussion about final draft proposal and checked for gramatical errors with co-supervisor	
(Asm662)		
07/09/18	Discussion about research methodology and sample size	
29/9/18	Discussion about how to key in data on SPSS	
12/10/18	checked for data collection	
26/10/18	submission of chapter 4	
9/11/18	collection of chapter and do correction	13/12/2018.
6/11/18	submission of chapter 4,5	
26/11/18	Collection of chapter 4 & 5 and gramatical errors checking	
29/11/18	Discussion before submission of final report to panel. Presentation preparation	
7/12/18	Discussion about viva slides & script	
13/12/18	Discussion about final report after viva and do correction for from panel feedback.	

A. 3 Submission Of Academic Report

APPENDIX B: Submission of Academic project

Part A

Students' Name : *Mira anak Ismail*

UiTM No. : *2015100625*

E-mail : *miraismail704 @ gmail. com*

ASM662 Coordinator
Faculty of Business and Management
Program BM232
UiTM Cawangan Sarawak

I *MIRA AK ISMAIL*

(students' name) candidate of Degree in Office Systems Management (Hons.) duly submit my

Academic Project. Please find enclosed ONE (1) ring-bound copy of the report for oral

presentation.

Title of Academic Project: *THE RELATIONSHIP BETWEEN WORK VALUES*

AND JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES AT

INSTITUT LATIHAN PERINDUSTRIAN, KOTA SAMARAHAN.

I am confirmed that this academic project had been reviewed by the Supervisor and/or Co-

Supervisor whose comments are as in Part B of this form.

mirismail   *13/12/2018*
Signature   Date

Please tick (√):

☐ Enclose 1 ring-bound copy

☐ Completed Part B

Part B
(To be completed by the Supervisor)

NAME OF SUPERVISOR: _MADAM SUSANA WILLIAM JALIL_

NAME OF CO-SUPERVISOR: _DR. JOHN FRANCIS AK NOYAN_

I have reviewed the Academic Project submitted by _MINA AK ISMAIL_

student in Degrees of Office Systems Management (Hons.) entitled:

THE RELATIONSHIP BETWEEN WORK VALUES AND JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES AT INSTITUT LATIHAN PERINDUSTRIAN, KOTA SAMARAHAN.

I confirm that:

	I recommend this Academic Project be submitted for oral presentation.
	I recommend this Academic Project be submitted for examination, with comments attached.

_____
(Signature of Supervisor)

13/12/2018
Date

A. 4 Submission of Academic Project after Presentation

APPENDIX C: Submission of Academic project after Presentation

Student's Name : MIRA AL ISMAIL

UiTM No. : 2015100625

E-mail : miraismail704 @ gmail.com

ASM662 Coordinator
Faculty of Business and Management
Program BM232
UiTM Cawangan Sarawak

I   MIRA AL ISMAIL   (student's name)

candidate of Degree in Office Systems Management (Hons.) duly submit my Academic Project. All required amendments and revisions as recommended by the Panel of Examiners have been made.

Title of Academic Project: THE RELATIONSHIP BETWEEN WORK VALUES

AND JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES

AT INSTITUT LATIHAN PERINDUSTRIAN, KOTA SAMARAHAN

Signature   mir@ism@il   13/12/2018
                                                                          Date

Candidate's Checklist. Please check (√)

☐   1 Hardbound Copy

☐   Format of Front Cover follows the Faculty Guidelines

☐   1 CD of Final Academic Project, Data, Presentation Slides

A. 5: Questionnaires

Section A: Personal Information (Demographic Profile)/
Bahagian A: Maklumat Peribadi (Profil Demografi)

Instruction: Please put a tick (√) in the box provided next to the answer of your choice.

Arahan:Sila letakkan tanda (√) di dalam kotak yang disediakn di sebelah jawapan pilihan anda.

1. Gender */ Jantina*

☐ Male / *Lelaki*

☐ Female / *Perempuan*

2. Ethnicity */ Bangsa*

☐ *Malay*

☐ *Bidayuh*

☐ *Melanau*

☐ *Iban*

☐ *Others: ـــــــــــــــــــــ*

2. Age */ Umur*

☐ 21 - 30 years / *21 – 30 tahun*

☐ 31 - 40 years / *31 - 40 tahun*

☐ 41 - 50 years / *41 - 50 tahun*

☐ More than 50 years / *50 tahun keatas*

3. Marital Status / *Status Perkahwinan*

☐ Single / *Bujang*

☐ Married / *Berkahwin*

4. Level of Education */ Peringkat Pendidikan*

☐ STPM/Diploma

☐ Degree

☐ Master

☐ PhD

☐ Others:_____

5. Number of years working in current organization / *Berapa lama anda bekerja dengan organisasi sekarang*

☐ Less than 1 year / *Kurang dari 1 tahun*

☐ 1 - 10 years / *1 - 10 tahun*

☐ 10- 20 years / *10 - 20 tahun*

☐ 20 years and more / *20 tahun dan keatas*

Section B: (Work Values) / Seksyen B: Nilai bekerja

Instruction: Please state your opinion on emotional intelligence that you have experienced by ticking (√) only **ONE** column for the each of the following statement:

Arahan: Sila nyatakan pendapat anda tentang kecerdasan emosi yang telah anda alami dengan menandakan (√) hanya satu lajur untuk setiap pernyataan berikut:

1	2	3	4	5
Strongly Disagree/ *Sangat tidak setuju*	**Disagree/** *Tidak setuju*	**Neutral/** *Neutral*	**Agree/** *Setuju*	**Strongly Agree/** *Sangat Setuju*

Definition : Openness to change values relate to the importance of personal autonomy and independence, variety, excitement and challenge.
Definisi : Nilai-nilai keterbukaan terhadap perubahan berkaitan dengan kepentingan autonomi peribadi dan kemerdekaan, kepelbagaian, kegembiraan dan cabaran.

No	Openness To Change (Keterbukaan terhadap Perubahan)	1	2	3	4	5
1.	I have stimulating work activities even if unexpected organizational changes are involved. *Saya telah merangsangkan aktiviti kerja walaupun perubahan organisasi yang tidak dijangka terlibat.*					
2.	I am interested in my work, curious and attempt to understand every situation more deeply. *Saya berminat dengan kerja saya, ingin tahu dan cuba memahami dengan lebih mendalam setiap situasi.*					
3.	I know how to manage recurring changes at work. *Saya tahu bagaimana untuk menguruskan perubahan yang berulang di tempat kerja.*					
4.	I learn different aspects of my work and acquire new competence. *Saya belajar pelbagai aspek menegenai kerja saya dan memperoleh kecekapan baru.*					
5.	I propose new ideas and express another person's creativity within the workplace. *Saya mencadangkan idea baharu dan mengekprestasikan kreativiti seseorang di tempat kerja.*					

6.	I seek out the objectives of challenges at the workplace. *Saya mencari objektif cabaran di tempat kerja.*					
7.	I choose a job that gives me happiness and life. *Saya memilih sesuatu perkerjaan dengan mengambil kira kebahagiaan saya dan kehidupan.*					
8.	I have a job which is fun and makes me feel good. *Saya mempunyai kerja yang menyeronokkan dan mebuat saya senang.*					
9.	I find a pleasant and entertaining atmosphere within the workplace. *Saya mendapat keadaan yang menyenangkan dan menghiburkan di tempat kerja.*					

Definition: Self-transcendence values relate to protecting and enhancing the well-being of those with whom one has close contact, as well as the welfare of all people and nature.

Definisi : Nilai-nilai transendensi diri berkaitan dengan melindungi dan meningkatkan kesejahteraan seseorang yang mempunyai hubungan rapat, serta kebajikan semua orang dan alam semula jadi.

No	Self-Transcendence (Transendensi Diri)	1	2	3	4	5
1.	I have to be attentive to colleagues' needs and emotional states. *Saya mesti prihatin terhadap keperluan dan keadaan emosi rakan sekerja.*					
2.	I can focus my attention and listen to a colleague if he/she has a very low self-esteem. *Saya boleh memberikan perhatian dan mendengar rakan sekerja jika dia mempunyai keyakinan diri yang sangat rendah.*					
3.	I respect colleagues' work and make an effort to understand their point of view even if he/she does not share it. *Saya menghormati kerja rakan sekerja dan berusaha untuk memahmi sudut pandangan mereka walaupun dia tidak berkongsi mengenainya.*					
4.	I am available when a colleague needs my help. *Saya sentiasa ada semasa rakan sekerja memerlukan pertolongan.*					
5.	I am open to forgiving a colleague who has wronged me . *Saya terbuka untuk memaafkan rakan sekerja yang membuat salah terhadap saya.*					
6.	I am loyal to my colleagues. *Saya setia terhadap rakan sekerja saya.*					
7.	I have a secure and stable work position. *Saya mempunyai kedudukan kerja yang terjamin dan stabil.*					
8.	I work for an organization wherein employees' rights are protected. *Saya bekerja untuk sesebuah organisasi di mana hak-hak perkerjanya dilindungi.*					

9	I know that on the job site, safety norms and regulations concerning the prevention of accidents are respected. *Saya tahu bahawa di tempat kerja, norma keselematan dan peraturan mengenai penceghan kemalangan adalah dihormati.*					

Definition: Conservation values relate to the importance of self-control, safety and stability in societal and personal relationships, and respecting cultural traditions.

Definisi : Nilai-nilai konservasi berkaitan dnegan kepentingan pengawalan diri, keselamatan dan kestabilan dalam hubungan kemasyarakatan dan peribadi, dan menghormati tradisi budaya.

No	Conservation (Konservasi)	1	2	3	4	5
1.	I respect customs rather than express my ideas. *Saya lebih menghormati adat daripada menyatakan idea saya.*					
2.	I do things in a traditional manner and apply the customs learned. *Saya bertindak dengan cara tradisional dan menggunakan adat yang dipelajari.*					
3.	I will avoid expressing another person's ideas if my head or colleagues tend to criticize them. *Saya akan mengelak daripada mengutamakan idea seseorang jika ketua atau rakan sekerja saya berkemungkinan mengkritik mereka.*					
4.	I can adapt to organizational needss, even if it goes against my principles. *Saya dapat menyesuaikan diri dengan permintaan organisasi, walaupun ia melanggar prinsip saya.*					
5.	I do not contradict my head or older colleagues. *Saya tidak akan melawan atau bercanggah dengan ketua saya atau rakan sekerja yang lebih tua.*					
6.	I can work while remaining loyal to traditions and without adhering to continuous changes. *Saya boleh bekerja sambil kekal setia kepada tradisi dan tanpa mematuhi perubahan yang berterusan.*					

Definition: Self-enhancement values relate to achieving personal success through demonstrated competence, attaining social status and prestige, and control over others.
Definisi : Nilai perningkatan diri berkaitan dengan mencapai kejayaan peribadi melalui kempetensi yang ditujjukan, mencapai status sosial dan prestij, dan mengawal orang lain.

No	Self-Enhancement (Peningkatan Diri)	1	2	3	4	5
1.	I can have leadership position and decision-making authority. *Saya boleh mempunyai kedudukan kepimpinan dan mempunyai kuasa dalam membuat keputusan.*					
2.	I can be the head and tell others what to do. *Saya boleh menjadi ketua dan mengarah orang lain tentang apa yang perlu dibuat.*					
3.	I can get ahead in the working world and succeed more than others. *Saya boleh maju ke hadapan dalam dunia kerja dan lebih berjaya daripada yang lain.*					
4.	I have ambition and be career oriented. *Saya mempunyai cita-cita dan berorientasikan kerjaya.*					
5.	I can organize others' work. *Saya boleh menguruskan kerja orang lain.*					
6.	I assume to be successful at work. *Saya berkemungkinan berjaya dalam kerja.*					

Adapted from WVQ (Luisa, 2010)

Section C (Job Satisfaction) / *Seksyen C: Kepuasan Kerja*

Instruction: Please state your opinion about job satisfaction that you have experienced by ticking (√) only **ONE** column for the each following statement:
Arahan: Sila nyatakan pendapat anda tentang kepuasan kerja yang anda telah alami dengan menandakan (√) hanya satu lajur untuk setiap pernyataan berikut:

1	2	3	4	5
Strongly Dissatisfied/ *Sangat tidak berpuas hati*	**Dissatisfied/** *Tidak berpuas hati*	**Neutral/** *Neutral*	**Satisfied/** *Berpuas hati*	**Strongly Satisfied** *Sangat berpuas hati*

No.	Job Satisfaction	1	2	3	4	5
1.	I am satisfied with my physical working conditions. *Saya berpuas hati dengan keadaan kerja fizikal saya.*					
2.	I am satisfied with the current maintenance of the building. *Saya berpuas hati dengan penyelenggaraan bangunan.*					
3.	I am satisfied with the hygiene maintenance in the organization. *Saya berpuas hati dengan penyelengaraan kebersihan dalam organisasi.*					
4.	I am satisfied my with current fixed working hours. *Saya berpuas hati dengan waktu bekerja tetap semasa.*					
5.	I am satisfied with the work activities compared to my skills and the opportunities for improving my competency level. *Saya berpuas hati dengan aktiviti kerja berbanding kemahiran dan peluang saya untuk meningkatkan tahap kecekapan saya.*					
6.	I am satisfied with the opportunity in the organization. *Saya berpuas hati dengan peluang di dalam organisasi.*					
7.	I am satisfied with the access to equipment necessary for performing my tasks. *Sata berpuas hati dengan akses kepada peralatan yang diperlukan untuk melaksanakan tugas saya.*					
8.	I am satisfied with the teamwork in my institution. *Saya berpuas hati dengan kerja berpasukan dalam insitusi.*					

9.	I have no problem receiving assistance from co-workers when necessary. *Saya mempunyai peluang untuk menerima bantuan daripada rakan sekerja apabila diperlukan.*					

Adapted from Abdul Raziq & Raheela Maulabakhsh (2015)

A. 6: Krejie and Morgan Table

Table for Determining Sample Size for a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
         "S" is sample size.

Source: Krejcie & Morgan, 1970

A. 7: Data Analysis

Demographic

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	37	46.3	46.3	46.3
	female	43	53.8	53.8	100.0
	Total	80	100.0	100.0	

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	malay	38	47.5	47.5	47.5
	bidayuh	9	11.3	11.3	58.8
	melanau	8	10.0	10.0	68.8
	iban	22	27.5	27.5	96.3
	others	3	3.8	3.8	100.0
	Total	80	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	23	28.7	28.7	28.7
	31-40	32	40.0	40.0	68.8
	41-50	21	26.3	26.3	95.0
	more than 50	4	5.0	5.0	100.0
	Total	80	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	27	33.8	33.8	33.8
	married	53	66.3	66.3	100.0
	Total	80	100.0	100.0	

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	stpm/diploma	31	38.8	38.8	38.8
	degree	32	40.0	40.0	78.8
	master	9	11.3	11.3	90.0
	Phd	3	3.8	3.8	93.8
	others	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Number of Years Working in Current Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 years	13	16.3	16.3	16.3
	1-10 years	32	40.0	40.0	56.3
	10-20 years	30	37.5	37.5	93.8
	20 years and more	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Data Cleaning

	N	Minimum	Maximum	Mean	Std. Deviation
OTC_1	80	2	5	3.91	.578
OTC_2	80	3	5	4.27	.551
OTC_3	80	2	5	4.08	.742
OTC_4	80	3	5	4.19	.530
OTC_5	80	2	5	3.81	.813
OTC_6	80	2	5	3.95	.710
OTC_7	80	2	5	4.14	.725
OTC_8	80	2	5	4.13	.663
OTC_9	80	3	5	4.15	.658
ST_1	80	1	5	4.07	.708
ST_2	80	2	5	4.05	.614
ST_3	80	2	5	4.13	.624
ST_4	80	1	5	3.87	.802
ST_5	80	1	5	3.79	.910
ST_6	80	1	5	3.84	.803
ST_7	80	1	5	3.87	.832
ST_8	80	3	5	4.08	.546
ST_9	80	2	5	4.24	.601

C_1	80	1	5	3.16	.961
C_2	80	1	5	3.14	.964
C_3	80	1	5	3.08	1.065
C_4	80	1	5	3.35	.995
C_5	80	1	5	3.28	.954
C_6	80	1	5	3.18	1.088
SE_1	80	1	5	3.46	.967
SE_2	80	1	5	3.42	.925
SE_3	80	1	5	3.85	.858
SE_4	80	2	5	4.03	.656
SE_5	80	1	5	3.78	.856
SE_6	80	2	5	4.05	.634
JS_1	80	1	5	4.10	.648
JS_2	80	1	5	3.84	.906
JS_3	80	1	5	3.89	.928
JS_4	80	2	5	4.06	.643
JS_5	80	1	5	3.73	.941
JS_6	80	1	5	3.86	.924
JS_7	80	1	5	4.02	.779
JS_8	80	1	5	3.82	.897
JS_9	80	1	5	4.01	.849
Valid N (listwise)	80				

Normality Test

Openness to Change

Histogram

Mean = 4.07
Std. Dev. = .475
N = 80

Normal Q-Q Plot of TM_OTC

Self Transcendences

Conservation

Histogram

Mean = 3.20
Std. Dev. = .718
N = 80

Normal Q-Q Plot of TM_C
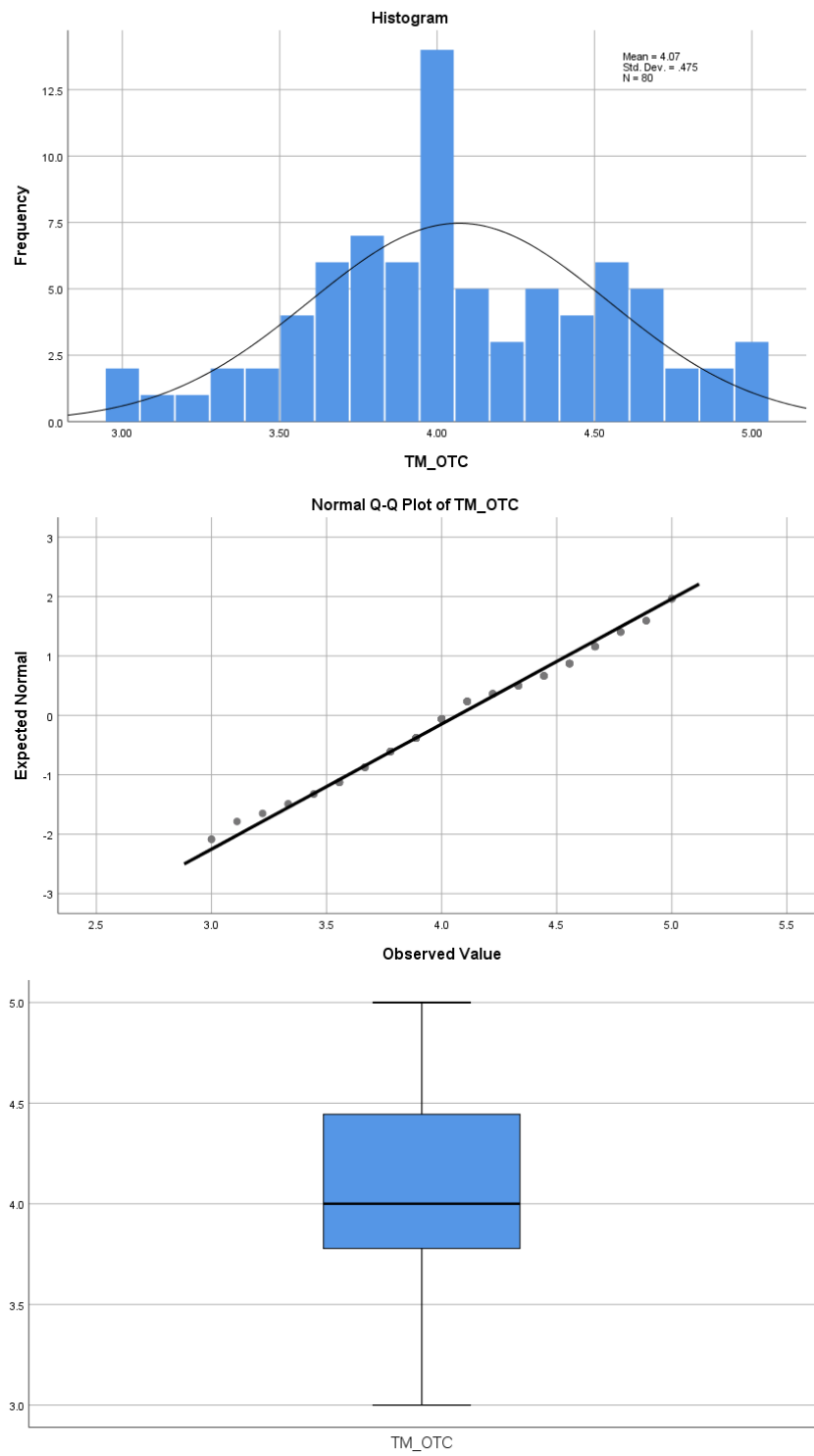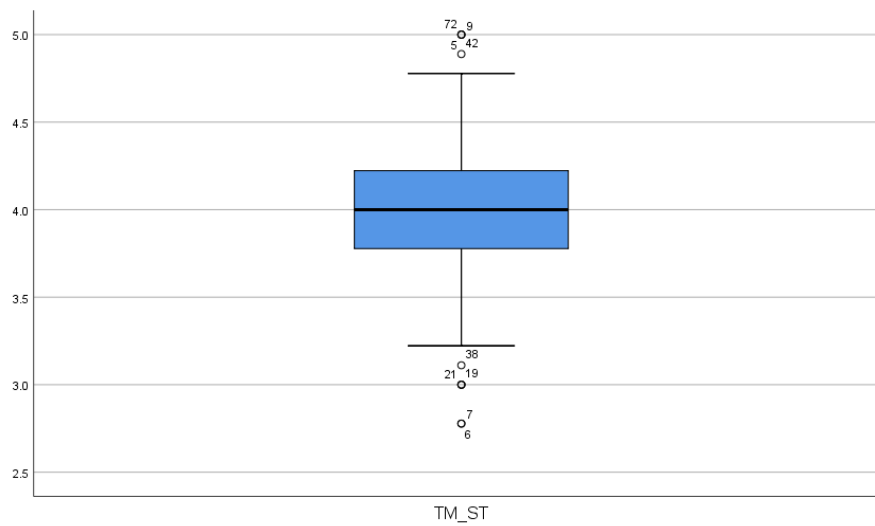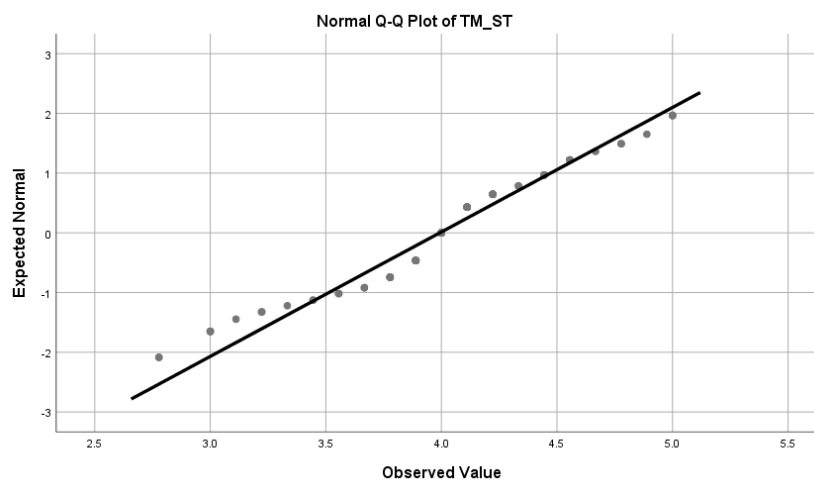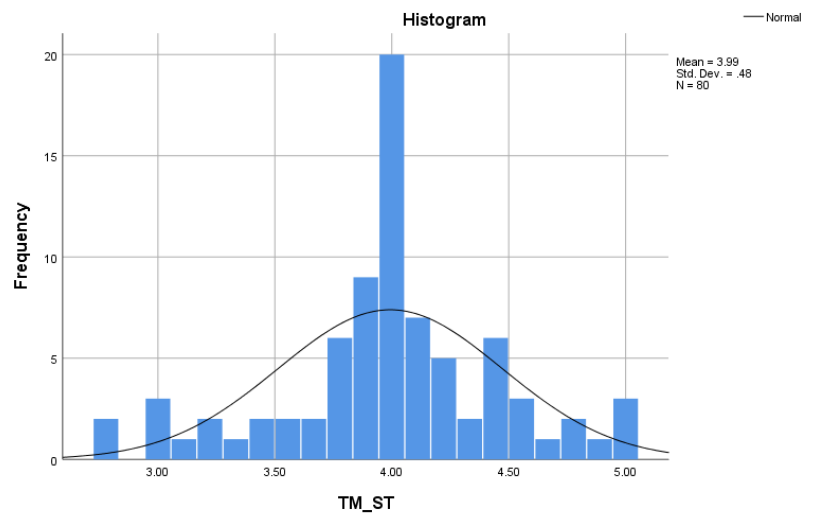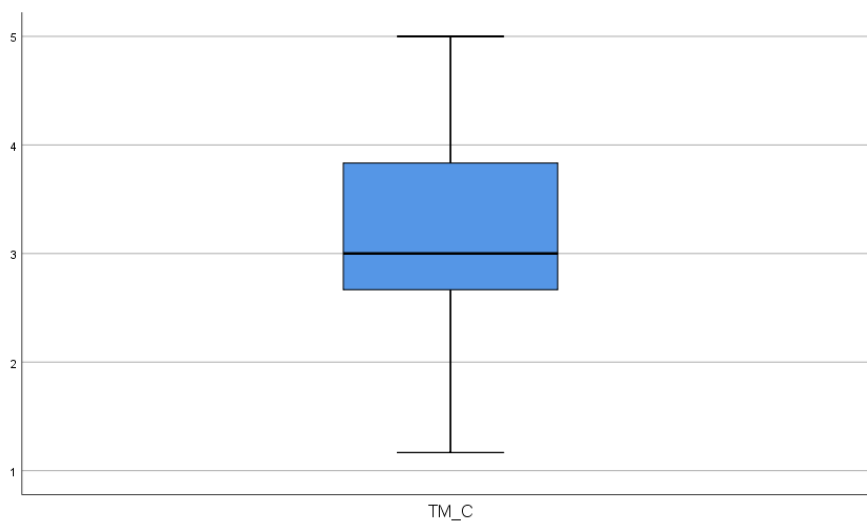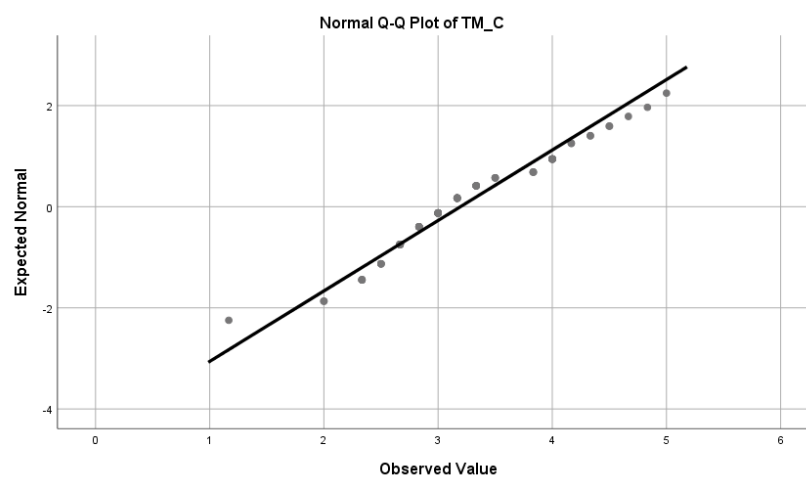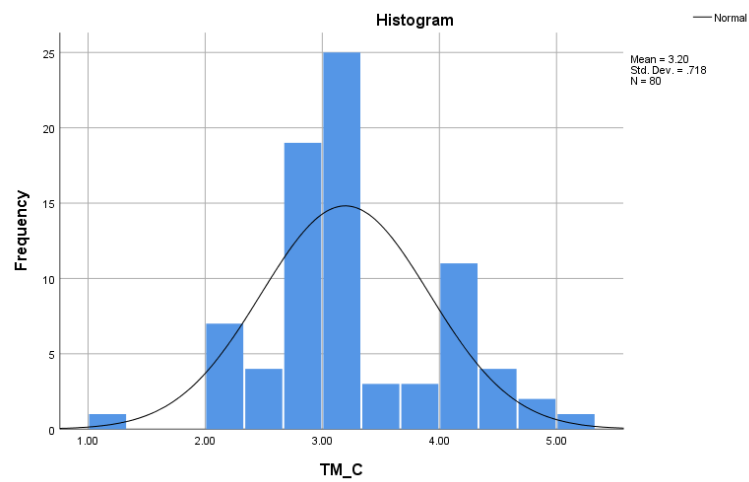
Self Enhancement

Job Satisfaction

Histogram

Mean = 3.93
Std. Dev. = .565
N = 80

Normal Q-Q Plot of TM_JS

Openness to Change

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.877	.877	9

Inter-Item Correlation Matrix

	I have stimulating work activities even if unexpected organizational changes are involved	I am interested in my work, curious and attempt to more deeply understand every situation	I know how to manage repetitive changes at work	I learn different aspects of my work and acquire new competences	I propose new ideas and express one's creativity within the workplace	I seek out challenges objectives at work	I select a job which consents one to enjoy myself and life	I have a job which is fun and make me feel good	I find a pleasant and entertaining occasions within the workplace
I have stimulating work activities even if unexpected organizational changes are involved	1.000	.355	.546	.344	.450	.329	.422	.425	.335

I am interested in my work, curious and attempt to more deeply understand every situation	.355	1.000	.444	.385	.343	.295	.316	.390	.339
I know how to manage repetitive changes at work	.546	.444	1.000	.350	.506	.343	.310	.443	.417
I learn different aspects of my work and acquire new competences	.344	.385	.350	1.000	.406	.429	.624	.365	.354
I propose new ideas and express one's creativity within the workplace	.450	.343	.506	.406	1.000	.642	.474	.655	.527
I seek out challenges objectives at work	.329	.295	.343	.429	.642	1.000	.457	.686	.477

I select a job which consents one to enjoy myself and life	.422	.316	.310	.624	.474	.457	1.000	.517	.461
I have a job which is fun and make me feel good	.425	.390	.443	.365	.655	.686	.517	1.000	.740
I find a pleasant and entertaining occasions within the workplace	.335	.339	.417	.354	.527	.477	.461	.740	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have stimulating work activities even if unexpected organizational changes are involved	32.71	15.397	.558	.391	.868
I am interested in my work, curious and attempt to more deeply understand every situation	32.35	15.825	.487	.288	.874
I know how to manage repetitive changes at work	32.55	14.453	.577	.448	.868

I learn different aspects of my work and acquire new competences	32.44	15.616	.565	.466	.868
I propose new ideas and express one's creativity within the workplace	32.81	13.344	.717	.564	.854
I seek out challenges objectives at work	32.67	14.273	.650	.565	.860
I select a job which consents one to enjoy myself and life	32.49	14.354	.616	.514	.864
I have a job which is fun and make me feel good	32.50	14.025	.764	.727	.850
I find a pleasant and entertaining occasions within the workplace	32.47	14.582	.646	.573	.861

Self Transcendences

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.839	.841	9

Inter-Item Correlation Matrix

	I have to be attentive to colleagues' needs and emotional states	I can dedicate attention to and listen to colleagues if he/she have a very low self-esteem	I respect colleagues' work and make an effort to understand and their point of view even if he/she does not share it	I am available when colleague requires my help	I am open to forgiving a colleague who behaved incorrectly towards me	I am loyal to my colleague	I have guaranteed and stable work position	I work for an organization wherein employees' rights are protected	I know that on the job site, safety norms and regulations concerning the prevention of accidents are respected
I have to be attentive to colleagues' needs and emotional states	1.000	.370	.495	.441	.438	.356	.274	.346	.375

I can dedicate attention to and listen to colleagues if he/she have a very low self-esteem	.370	1.000	.578	.424	.540	.530	.285	.215	.208
I respect colleagues' work and make an effort to understand their point of view even if he/she does not share it	.495	.578	1.000	.411	.427	.547	.250	.381	.325
I am available when colleague requires my help	.441	.424	.411	1.000	.692	.558	.299	.022	.141

I am open to forgiving a colleague who behaved incorrectly towards me	.438	.540	.427	.692	1.000	.576	.249	.236	.094
I am loyal to my colleague	.356	.530	.547	.558	.576	1.000	.386	.346	.212
I have guaranteed and stable work position	.274	.285	.250	.299	.249	.386	1.000	.439	.465
I work for an organization wherein employees' rights are protected	.346	.215	.381	.022	.236	.346	.439	1.000	.408

I know that on the job site, safety norms and regulations concerning the prevention of accidents are respected	.375	.208	.325	.141	.094	.212	.465	.408	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have to be attentive to colleagues' needs and emotional states	31.86	15.006	.572	.402	.821
I can dedicate attention to and listen to colleagues if he/she have a very low self-esteem	31.89	15.367	.602	.471	.819
I respect colleagues' work and make an effort to understand their point of view even if he/she does not share it	31.81	15.167	.635	.517	.816
I am available when colleague requires my help	32.06	14.388	.594	.622	.818

I am open to forgiving a colleague who behaved incorrectly towards me	32.15	13.597	.628	.612	.815
I am loyal to my colleague	32.10	13.939	.677	.532	.808
I have guaranteed and stable work position	32.06	14.920	.471	.389	.833
I work for an organization wherein employees' rights are protected	31.86	16.449	.428	.442	.835
I know that on the job site, safety norms and regulations concerning the prevention of accidents are respected	31.70	16.390	.389	.346	.838

Conservation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.807	.810	6

Inter-Item Correlation Matrix

	I respect customs, rather than express my ideas	I do things in a traditional manner and use the custom learned	I will avoid expressing one's ideas if my head or colleagues might criticize them	I can adapt oneself to organizational requests, even if it go against my principals	I do not contradict my head or older colleagues	I can work while remaining loyal to traditions and without adhering to continuous changes
I respect customs, rather than express my ideas	1.000	.782	.421	.403	.213	.275
I do things in a traditional manner and use the custom learned	.782	1.000	.532	.530	.316	.459
I will avoid expressing one's ideas if my head or colleagues might criticize them	.421	.532	1.000	.405	.465	.174
I can adapt oneself to organizational requests, even if it go against my principals	.403	.530	.405	1.000	.337	.481

I do not contradict my head or older colleagues	.213	.316	.465	.337	1.000	.428
I can work while remaining loyal to traditions and without adhering to continuous changes	.275	.459	.174	.481	.428	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I respect customs, rather than express my ideas	16.01	13.582	.572	.620	.776
I do things in a traditional manner and use the custom learned	16.04	12.518	.748	.727	.737
I will avoid expressing one's ideas if my head or colleagues might criticize them	16.10	13.256	.537	.439	.784
I can adapt oneself to organizational requests, even if it go against my principals	15.83	13.235	.598	.382	.770
I do not contradict my head or older colleagues	15.90	14.192	.480	.348	.795
I can work while remaining loyal to traditions and without adhering to continuous changes	16.00	13.494	.484	.415	.797

Self Enhancement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.794	.801	6

Inter-Item Correlation Matrix

	I can have a leadership position and have decision-making authority	I can be the head and tell others what to do	I can get ahead in the working world and succeed more than others	I have ambition and be career oriented	I can organize others' work	I assume to be successful at work
I can have a leadership position and have decision-making authority	1.000	.839	.542	.241	.204	.292
I can be the head and tell others what to do	.839	1.000	.496	.149	.186	.222
I can get ahead in the working world and succeed more than others	.542	.496	1.000	.457	.263	.572
I have ambition and be career oriented	.241	.149	.457	1.000	.461	.667
I can organize others' work	.204	.186	.263	.461	1.000	.440
I assume to be successful at work	.292	.222	.572	.667	.440	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I can have a leadership position and have decision-making authority	19.13	7.756	.632	.728	.741
I can be the head and tell others what to do	19.16	8.214	.571	.715	.757
I can get ahead in the working world and succeed more than others	18.74	8.145	.655	.500	.735
I have ambition and be career oriented	18.56	9.591	.510	.496	.773
I can organize others' work	18.81	9.344	.385	.257	.801
I assume to be successful at work	18.54	9.416	.584	.553	.760

Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.845	9

Inter-Item Correlation Matrix

	I am satisfied with my physical working conditions	I am satisfied with my current maintenance of the building	I am satisfied with the hygiene maintenance in the organization	I am satisfied my with current fixed working hours	I am satisfied with the work activities compared to my skills and the opportunities for improving my competency level.	I am satisfied with the opportunity in the organization.	I am satisfied with the access to equipment necessary for performing my tasks.	I am satisfied with the teamwork in institution	I have possibilities to receive assistance from co-workers when necessary
I am satisfied with my physical working conditions	1.000	.610	.524	.137	.170	.446	.622	.401	.435
I am satisfied with my current maintenance of the building	.610	1.000	.791	.126	.244	.502	.633	.541	.299

I am satisfied with the hygiene maintenance in the organization	.524	.791	1.000	.160	.153	.557	.687	.509	.339
I am satisfied my with current fixed working hours	.137	.126	.160	1.000	.322	.100	.148	.129	-.001
I am satisfied with the work activities compared to my skills and the opportunities for improving my competency level.	.170	.244	.153	.322	1.000	.363	.165	.167	.052
I am satisfied with the opportunity in the organization.	.446	.502	.557	.100	.363	1.000	.620	.719	.470

I am satisfied with the access to equipment necessary for performing my tasks.	.622	.633	.687	.148	.165	.620	1.000	.477	.363
I am satisfied with the teamwork in institution	.401	.541	.509	.129	.167	.719	.477	1.000	.601
I have possibilities to receive assistance from co-workers when necessary	.435	.299	.339	-.001	.052	.470	.363	.601	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I am satisfied with my physical working conditions	31.24	21.652	.626	.523	.828

I am satisfied with my current maintenance of the building	31.50	19.342	.713	.730	.814
I am satisfied with the hygiene maintenance in the organization	31.45	19.238	.706	.707	.814
I am satisfied my with current fixed working hours	31.28	24.177	.199	.168	.860
I am satisfied with the work activities compared to my skills and the opportunities for improving my competency level.	31.61	22.443	.282	.300	.863
I am satisfied with the opportunity in the organization.	31.47	19.088	.731	.689	.812
I am satisfied with the access to equipment necessary for performing my tasks.	31.31	20.294	.705	.627	.817
I am satisfied with the teamwork in institution	31.51	19.645	.679	.673	.818
I have possibilities to receive assistance from co-workers when necessary	31.33	21.437	.469	.448	.841

Correlation Results

Correlations

		TM_OTC	TM_ST	TM_C	TM_SE	TM_JS
TM_OTC	Pearson Correlation	1	.406**	.055	.365**	.220
	Sig. (2-tailed)		.000	.627	.001	.050
	N	80	80	80	80	80
TM_ST	Pearson Correlation	.406**	1	.170	.385**	.439**
	Sig. (2-tailed)	.000		.131	.000	.000
	N	80	80	80	80	80
TM_C	Pearson Correlation	.055	.170	1	.252*	.081
	Sig. (2-tailed)	.627	.131		.024	.475
	N	80	80	80	80	80
TM_SE	Pearson Correlation	.365**	.385**	.252*	1	.477**
	Sig. (2-tailed)	.001	.000	.024		.000
	N	80	80	80	80	80
TM_JS	Pearson Correlation	.220	.439**	.081	.477**	1
	Sig. (2-tailed)	.050	.000	.475	.000	
	N	80	80	80	80	80

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).